

## **5.0 HUMAN RESOURCE FOCUS**

### **5.1. Work Systems**

**5.1a(1)** The overall human resource focus of the organization recognized in ADOT's strategic goal, is to "develop and retain a high performing successful workforce." The Department obtains a reasonable employee turnover rate in comparison to other state agencies, by achieving this goal.

Work and jobs are designed by the cooperative effort of management and employees, working together to align resources with the core business functions. Job descriptions are a result of changing requirements by both management and work teams. Positions are reclassified as warranted to meet these changing demands.

Completion of ADOT's daily processes and achievement of organizational plans relies heavily on natural work teams and cross-functional teams empowered by senior management to change processes in order to help both customers and the work force. Senior management supports a team structure designed to help teams succeed in meeting their own work area objectives.

Teams develop their mission statement, goals, and objectives based upon the tasking given to them, which includes consideration of customer requirements resulting from external and internal feedback. Once all preliminary steps are determined, an action plan is developed including timelines for completion of the project.

E-mail, pay check flyers, newsletters, meetings (middle managers, L-Team, Operations, and Maintenance Servant Leadership meetings), the ADOTNET (ADOT's Intranet Website), and the Director's Weekly Report all play a vital role in promoting communication and sharing knowledge/skills among work units and divisions throughout the Department. For instance, each group and district within ADOT is required to submit a weekly update to the Director's Office. The report covers "highlights," "lowlights," "current events/issues reported", and "contact with elected officials, Governor's office and media." Information is collected and the report is disseminated statewide, enabling employees and management to be informed, on a timely basis, regarding vital issues that occurred during the previous week.

ADOT created an Employee Representative Program whereby an employee is selected from each Division to travel throughout the state, becoming the eyes and ears for all ADOT employees. The Employee Representatives meet with management monthly to discuss the work environment, and opening two-way communication between management and employees.

Best practices and process improvements are shared monthly amongst the employees through five Incentive Teams operating in ADOT. Representatives from locations throughout the state meet and share ideas, then take them back to their organizations to discuss and implement. They also discuss the monthly customer survey results.

**5.1a(2)** The Tuition Assistance Program was developed to encourage employees to grow professionally, reach their full potential, and reinforce high performance. As outlined in ADOT's corporate policy and procedure (PER-15.05 Tuition Assistance), the employees are able to receive financial assistance for attending educational institutions to further their career within the Department. (See Figure 7-10.)

The Professional Development Hours Policy provides ITD employees in the Pay Plan; the opportunity for increased pay by obtaining the additional skills associated with specific job requirements. This extra pay motivates employees to participate in the training classes that will ultimately lead to promotions and advancements.

Employee Performance Appraisal System Planners provide employees with a clear understanding of work performance expectations, as well as the things they will be rated on during their next review. This planner, and the evaluation process, gives employees the opportunity to review their personal goals with their supervisor, and, also, how they envision accomplishing them. This two-way communication is essential to the employees personal and career development. The annual evaluation scores are used in the determination of merit salary increases, when the funds are appropriated.

**5.1a(3)** ADOT established Performance Based Incentive Programs, which utilize a financial incentive for work unit activity and performance improvements. Presently, there are approximately 2,100 employees who participate in these Incentive Team Programs. The teams are evaluated monthly on measures such as customer feedback, productivity, employee feedback, job quality, and other measurements specific to each work unit. These monthly evaluations are compared to established benchmarks that must be exceed in order to receive the incentive pay. Employees are eligible for \$100 each month based on performance results measured against their established baseline. The program has positively impacted performance, and motivated the employees. Under this Pay for Performance Incentive Program, approximately 2,100 employees have been paid approximately \$5.5 Million for improved job performance.

The Motor Vehicle Division established two highly successful recognition programs. First, the Goal Getter

Program was developed to reward the offices that meet certain objectives. Second, the Mystery Shopper Program evaluates the service provided by the Customer Service Representatives that perform MVD transactions.

Employees are also recognized in non-monetary ways such as the "Hug-A-Bear Program," which recognizes those employees who have confronted some of life's big challenges (i.e. accidents, surgeries, and just difficult times), and need some comfort. A toy teddy bear is hugged by co-workers and then sent (with all the hugs) to the employee. "Thank You Ribbons," "Circle of Excellence Awards," D.O.V.E. Awards (Developing Outstanding Vision in Employees) and "On the Spot Awards" are other such programs used by employees for these non-monetary type awards and recognition.

ITD hosts an annual "Road-eo," which is a competition recognizing outstanding skills in the operation of highway construction equipment. ADOT employees compete with cities, counties and private industry in different events involving snowplows, road graders, backhoes and other heavy equipment. The winners are sent to a national competition.

ADOT employees participate in two "Employee Recognition Days" each year, one hosted by the Governor's Office for all state employees, and another hosted by ADOT for its employees. ADOT's Employee Recognition Day is held in several locations throughout the state. Rural areas hold picnics, BBQs, games, and contests that are tailored for their particular area of the state. In Phoenix, the employees are given the time to participate and are served a lunch by management personnel, along with music, talent contests, various vendor displays.

ADOT awards employees for various milestones in their years of service to the state. Employees completing 5, 10, 15, 20, 25, 30, 35, and 40 years of service are awarded plaques, along with a gift of their choice. (See Figure 7-8.)

**5.1a(4).** State hiring practices prohibit pre-selecting an employee for any covered position. ADOT's executive leadership functions as a cohesive team comprised of highly trained individuals representing each division, so that any leadership changes that occur are smooth. The Department has developed the Engineers-In-Training Program (See Figure 7-12.) to recruit and train new engineers, for the key highly technical engineering positions. Individuals who have obtained a Bachelor of Science Degree in Civil Engineering are hired into the training program, and are taught all facets of ADOT's engineering functions. They are then placed into entry-level engineering positions throughout the state to insure ADOT's present and future business needs are met.

The Panel Interview Process is used to hire high profile or key positions, which allows for input from employees relative to the interview questions, the evaluation scale and methodology, and the interview itself.

**5.1a(5).** Team interviewing includes both the peer and supervisory levels. This unites team members and allows them to develop their interviewing and leadership skills. The Civil Rights Office, in conjunction with Human Resources ensures both diversity among the panel members, and fair and ethical hiring practices based on policies approved by the Attorney General's Office. All hiring selections must be approved and documented by the Civil Rights Office prior to any job offer being made, which ensures diversity in selection practices. All supervisors attend mandatory training classes relative to hiring issues and processes.

The Department uses the State Personnel Resumix system supplemented by announcements in various local state newspapers, job fairs, on-campus recruiting, Engineer-In-Training recruitment, job hotlines, and weekly E-mails containing all job openings. These announcements are advertised in other languages such as Spanish, Navajo in various local communities.

## **5.2 Employee Education, Training, and Development**

**5.2a(1)** ADOT has established core competencies for major job classifications and all employees are required to attend training in five mandatory classes (18 hours), and a variety of other classes pertaining to the specific employee's job. Managers and supervisors must attend the Dynamics of Leadership Series (17 classes, 107 hours). Last year, ITD Technical Training provided 135 courses and trained approximately 1,700 ADOT employees.

MVD, through meetings with managers, supervisors and employees, identifies job responsibilities, expectations, and training needs in order to define the core competencies for the majority of its programs. Training has been developed in a series of training modules, where the Training Academy approach teaches both driver license and title and registration in an integrated "Shortest Serving Time" approach. This reduces the differences between these two functional areas, and provides employees with a unified program to enable a decrease in customer wait times. The Organization and Employee Development's objective is to provide a core curriculum of mandatory courses, so that the various training needs are identified by individual organizations throughout the state and then converted into actions in the strategic plan, after verifying their alignment with Department goals. Resources are then aligned to accomplish the training. (See Figure 5-1.)

Long Term Goals	Major Training Initiatives					
	Equipment Services	Technical	Safety	New Employee Orientation	Regulatory	Leadership
Improve the movement of people and products throughout Arizona.	X	X	X		X	X
Increase the quality, timeliness and cost effectiveness of our products and services.		X	X		X	X
Develop and retain a high performing, successful workforce.	X	X	X	X	X	X
Optimize the use of all resources.	X	X			X	X
Improve public and political support necessary to meet Arizona's transportation needs.		X	X		X	X

Figure 5-1

**5.2a(2)** To meet the organizational learning strategy, the Organization and Employee Development Office (the employee development unit) and ITD Tech (the technical training unit) partner with various divisions/groups to design and develop customized training for competency needs.

Additionally, ITD Tech conducts an annual training needs assessment for the entire state. Each district and group submits their technical training needs for consideration. ITD Tech then generates a work plan based upon those needs, and proceeds with obtaining the resources that best fits the request. ITD Tech also provides training tools and materials to the instructors to ensure consistency.

Training is based upon organization-wide needs, both current and projected. While some courses are mandatory for all employees (i.e., Ethics, Preventing Sexual Harassment, etc.), others are necessary to develop or enhance workplace skills. Supervisors and employees work together to schedule the appropriate training through their regional training coordinators. The supervisors are responsible for developing each individual's training plans, at the beginning of the evaluation period, during the employee's Performance Planner meeting, which includes identifying all training, required or requested, for the ensuing year. It is also the supervisor's responsibility to monitor the employee's training throughout the ensuing year.

**5.2.a(3)** The Department's New Employee Orientation Program familiarizes new employees with the various ADOT programs. Senior management and division representatives provide overviews of their particular functional areas. There is time for questions and answers, a description of benefits and services, and a road trip to a construction site, and other ADOT facilities. The program is enjoyable, informative and gives the new employee a positive experience, which hopefully is a catalyst for a successful and fulfilling career with ADOT.

**5.2.a(4)** ADOT has both a centralized and decentralized system for training. Data system, design process, and corporate training are all provided from a centralized source. Technical training is delivered from a source closest to the job. ADOT has 41 trainers, four corporate trainers and 37 employees in a technical training position. Of the 37 technical trainers, 14 are training coordinators who register students, input and track data, and design training plans for the Registrar System, which tracks training data.

MVD delivers its training in a decentralized manner, where classes are typically conducted in Flagstaff, Phoenix and Tucson. Formal classes include a combination of lecture and collaborative (hands-on) training. Follow-up training is conducted on a one-on-one basis, or in on-the-job sessions. In-service training is provided to update previously trained employees regarding the latest changes.

Training is provided through a multitude of media, including interactive videos, cassette tapes, self-study programs, satellite, computer, Intranet, one-on-one, and traditional classroom settings. The Office of Employee Development

houses a library where books may be checked out, and offers customized training for after hours, weekends, and on-site.

ADOT partners with other public entities through the Local Technical Assistance Program, which provides training, technical assistance and technology.

Course evaluations and instructor evaluations help provide feedback to the ITD Tech and Organization and Employee Development Programs in order to improve or validate the training. Those employees receiving training through other learning sources are tested, and must receive a passing grade, before they are reimbursed for that class.

**5.2.a(5)** Levels three and four of the Kirpatrick model of evaluation, require that the employee be evaluated on the job using those skills acquired in training. MVD and Equipment Services have both been tracking this on the job performance. The MVD Training Academy instructors follow their students back to the field offices when the classroom training ends allowing on-the-job training, which ensures the student is able to perform their work as trained.

Upon completion of a course, the supervisors reinforce newly learned skills and knowledge by assigning employees to projects/tasks that will utilize their recent training. An ITD employee attending any out of state professional seminar, workshop, or conference, writes a synopsis of the event, and shares it with other personnel within the division. This synopsis effectively and efficiently communicates industry changes and improvements with the entire staff.

### **5.3 Employee Well-Being and Satisfaction**

**5.3a** Safety is a high priority for ADOT and is measured at all levels throughout the Department, with an overall compliance monitoring by the state Occupational Safety Office.

An industrial database enables the identification of potentially hazardous areas and allows the implementation of prevention strategies. ADOT's Safety and Health Office monitors all accidents reported by employees, which are then compiled for each work unit, and high-risk areas are identified for intervention. Safety risk areas that are identified by the Safety and Health Office or employees are disseminated via global E-mail, Safety and Health Office monthly newsletters, Intermodal Transportation Division Tech newsletters, and staff meetings to ensure the "lessons learned" are made available to all employees. Work units are acknowledged in the ADOT Milepost publication for their outstanding safety records throughout the year (See Figure 7-17.)

The well being of employees is an important part of ADOT's strategic plan. Among the number of enhanced safety efforts, the Human Resource Team coordinates many programs to promote safety in the work environment, including drug and alcohol screening. Human Resources also oversees the benefits pertaining to the Family Medical Leave Act, and the Civil Rights Office administers the Americans with Disabilities Act.

Human Resources offers an Employee Assistance Program, whereby the program contractor (CONTACT) provides confidential counseling, referral, and educational services statewide to both the employees and their families. Employees are able to utilize this assistance to resolve problems that may affect either their personal or work environments.

MVD implemented the Supervisor Training in Accident Reduction Techniques (START) Program. Phase one (START I) is for managers/supervisors who attend two six hour sessions which enables them to teach the second phase (START II) to other employees, consisting of two sessions that are approximately 1½ hours each. These sessions address safety issues, situations encountered within the specific workplace, and promote safety awareness.

ADOT implemented the Accident Review Policy providing for a formal process that reviews all accidents in order to prevent them in the future. This policy allows for an accident review panel to establish a cause for the accident, and determine whether or not it was preventable. The preventable accidents would involve counseling with the employee, or equipment retraining to prevent future accidents. In addition, ADOT looks at near misses to help prevent accidents in the future.

In the Highway Maintenance Section, where the hours of exposure to hazardous conditions are high, the approach to measuring safety has changed. In the past, the number of employees attending mandatory monthly safety meetings was once measured. Now the Maintenance Section measures the current safety performance against the past safety performance, at the district level, regarding incident frequency, severity, and lost time work hours.

An accident notification policy is in place, which allows the Department to act quickly following an accident, in order to ensure the proper things happen and the necessary data is collected to prevent a reoccurrence.

### **5.3b. Employee Support and Satisfaction**

**5.3b(1)** In support of the ADOT strategic goal to "develop and retain a high performing and successful workforce," the executive team, along with input from employees during the

strategic planning process, determined certain leading indicators of employee well-being, satisfaction, and motivation. These are: employee complaints, grievances, exit interviews, the turnover rate, the number of safety incidents, contributions to charitable activities, absenteeism, and annual employee survey results. ADOT has the lowest employee turnover rate of similar sized agencies in Arizona (See Figures 7-9, 7-11 through 7-17.)

**5.3b(2)** Some services, benefits, and actions, which support ADOT employees, are:

- Accrued sick and vacation leave
- Adopt-a-Family during holidays
- Arizona State Retirement System benefits
- Carpool benefits and reduced price for bus tickets
- Child day-care discount program
- Compensation for unused sick leave at retirement
- Covered parking for car-pools
- Deferred compensation
- Discount ticket sales for vacations and sports
- Donated Leave Program - contributions of annual leave
- Drug and alcohol assistance for those who self-identify
- Flex Hours
- Full-choice menu of medical and dental benefits
- Grievance process for quick resolution to problems
- On-Call and standby compensation
- Pay for Performance Incentive Programs
- Professional Development Hours
- Recognition leave
- Short and long-term disability program
- Telecommuting
- The "Employees Helping Employees" Campaign
- Tuition reimbursement
- Updated policies and procedures
- 24-hour a day Employee Assistance

ADOT supports a diverse work force through its sponsorship of the following:

- Equal Employment Opportunity Counselors to counsel others in areas such as discrimination and issues that affect working conditions.
- The Women's Resource Group assists with the special needs of ADOT's female workforce.
- La Voz, a group organized by Hispanic employees.
- ADOT's Creating Pathways to Opportunities training provides employees a career path and an opportunity to make positive life changes.
- Employee Representatives make sure employees receive clear communication and are represented when the Executive Core Team makes decisions that affect employees.

**5.3b(3)** ADOT uses several methods to measure employee satisfaction:

- The Annual Employee Survey (not conducted in 2000 due to turnover in Human Resource Leadership.)
- Monthly employee feedback survey from the incentive programs (measures communication, morale, training, personal contribution and personal safety.)
- Exit Interviews.
- Annual insurance survey (measures employee satisfaction with benefits.)

**5.3b(4)** There is a direct correlation between a skilled and knowledgeable staff, and the Department's ability to collect revenue and deliver the transportation program within the established timeframes.

MVD's turnover of its Customer Service Representatives impacts its level of customer service. Turnover in the engineering field directly affects ITD's ability to deliver and maintain the freeway system. ADOT's management has researched the root causes of turnover, and has taken the necessary action during FY 2001 to begin to deal with these problems.